

WORKFORCE DIVERSITY AND EMPLOYEE PERFORMANCE AMONG OFFICES IN LGU PANABO CITY

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ABSTRACT

This study explored the link between workforce diversity and employee performance in LGU Panabo offices. Diversity was assessed in terms of education, gender, ethnicity, and socio-cultural background. A non-experimental quantitative approach was used, with 269 LGU Panabo City employees surveyed through questionnaires. Data reliability and validity were ensured through statistical analysis and expert reviews. Results showed that LGU Panabo City promotes workforce diversity, resulting in positive interactions and attitudes among employees. The organization treats all employees equally. Workforce diversity received a high mean score of 4.06, as did employee performance with a mean of 3.87. Furthermore, the study found a significant relationship between workforce diversity and employee performance in LGU Panabo offices, indicating that a diverse workforce positively impacts employee performance in the organization.

Keywords: *workforce diversity, employee performance, and Panabo City*

INTRODUCTION

Arokiasamy (2013) highlighted conflicts in organizations are inevitable, but their impact on employee performance depends on how they are managed with moral integrity. Effective conflict resolution can lead to growth and empowerment, while poor management can hinder performance. Similarly, Childs (2015) emphasized the importance of workplace diversity in organizations and its potential to impact employee performance positively. However, diversity's effects can vary based on factors like gender, education, ethnicity, and socio-cultural background, as discussed by various authors.

The study by Fernandez and Lee (2016) revealed that biases regarding gender diversity still influence hiring decisions and workplace dynamics, highlighting the need to address gender-related issues for a fair work environment. Timmermans (2017) found that ethnic diversity can lead to improved innovation and performance, but excessive diversity might cause conflicts. Socio-cultural factors, including trust and knowledge sharing, were also considered important in Armstrong (2016).

Workforce diversity has a significant impact on employee performance and an organization's overall success. Various aspects of diversity, including origins, cultures, genders, ages, ethnicities, educational levels, and races, are present in today's organizations. Diversity is a topic of debate, as it can either enhance or diminish employee performance. When managed effectively, diversity can stimulate creativity, innovation, and new ideas within an organization. However, if not properly addressed, it may lead to behavioral issues that hinder employee cooperation De SaáPérez (2017) and Wadhwa (2021).

The authors emphasize that diversity when managed effectively, can enhance creativity, innovation, and overall organizational success, but it also requires careful handling to avoid negative consequences. The study aimed to explore the relationship between workforce diversity and employee performance in LGU Panabo City, with potential implications for research, employers, management, and government policies.

METHOD

Participants. The study was conducted at LGU offices in Panabo City, with a total of 892 employees. Using the Raosoft software's sample size calculator, a research population of 269 employees, including both regular and non-regular staff, was determined. The researchers believed that these respondents were suitable to assess the importance of workforce diversity and employee performance in LGU Panabo offices. The study employed a random sampling approach, ensuring that every member of the population had an equal chance of being included in the sample. This method was chosen because the population was large and well-defined, as suggested by Ngechu (2018).

Materials/Instruments. The researchers conducted a study in LGU Panabo City using a standardized questionnaire to collect data. The questionnaire had three parts: the first part collected respondent profiles, the second part assessed workforce diversity with indicators such as education, gender, ethnic, and sociocultural diversity, and the third part focused on measuring employee performance. Respondents were asked to choose a single option from a range of 5-1 for the second and third parts. Experts validated the questionnaires for accuracy. A

pilot test was conducted to assess reliability, with the independent variable showing excellent reliability (Cronbach's Alpha of 0.81) and the dependent variable showing good reliability (Cronbach's Alpha of 0.71).

The scale used to assess workforce diversity ranged from 5 (Strongly Agree) with a score range of 4.20-5.00 indicating very high knowledge about workforce diversity, down to 1 (Strongly Disagree) with a range of 1.00-1.79 indicating shallow knowledge.

The scale for evaluating employee performance ranged from 5 (Strongly Agree) with a range of 4.20-5.00 indicating very high knowledge about employee performance, to 1 (Strongly Disagree) with a range of 1.00-1.79 indicating deficient knowledge about employee performance.

Design and Procedures. The researchers conducted a non-experimental study using a correlational approach to investigate the relationship between workforce diversity and employee performance in LGU Panabo Offices. They used a descriptive research design to collect quantitative data through surveys and questionnaires. This approach allowed them to identify correlations and non-experimental results, highlighting areas for further investigation. The study followed a month-long process, including preparing research instruments, obtaining permission from the City Mayor, administering surveys, and gathering data. Statistical techniques like the mean and Pearson Product Moment Correlation coefficients were used to analyze the data and determine the strength of the relationship between workforce diversity and employee performance.

RESULTS AND DISCUSSION

Level of Workforce Diversity

Shown in Table 1 is the mean score for the indicators of workforce diversity, with an overall mean of 4.06, described as high with a standard deviation of 0.84. Therefore, workforce diversity among offices in LGU Panabo City frequently works to maintain diversity and efficiency among employees in an organization. The high level could be attributed to the respondents' high rating regarding educational diversity, gender diversity, ethnic diversity, and sociocultural diversity. The cited total mean score was the outcome acquired from the subsequently computed mean scores from the highest to lowest indicators: 4.16 or high for educational diversity, 4.06 or high for gender diversity, 4.02 or high for socio-cultural, and 3.99 or high for ethnic diversity.

Furthermore, ethnic diversity got a mean of 3.99 which means high. This means that the level of workforce diversity in terms of ethnic diversity is pretty manifested. The finding of this study is supported by the International Journal of Organizational University states that according to research on the effect of workforce diversity on the idea of effectiveness, there is only a statistically inadequate and barely significant correlation between ethnic diversity and workforce diversity Adam- Samura (2023). Furthermore, in a recent discussion on the impact of ethnic diversity on workforce diversity, the research conducted by Bala & Yeung (2018) was brought up. According to their findings, they suggest that ethnic diversity has a negative effect on innovation performance and workforce diversity. However, an additional study by Won, Hwang, and Chng (2021) took a closer look at the influence of workforce diversity on project productivity and found

that ethnic diversity had a minimal and statistically insignificant association with project productivity. This implies that having individuals from different ethnic backgrounds might not significantly impact the overall productivity of projects. These diverging findings spark an exciting conversation about the role of ethnic diversity in the workforce.

Table 1. Level of Workforce Diversity

Indicators	Standard Deviation	Mean	Descriptive Equivalent
Education Diversity	0.76	4.16	High
Gender Diversity	0.84	4.06	High
Ethnic Diversity	0.88	3.99	High
Socio-Cultural Diversity	0.86	4.02	High
Overall	0.84	4.06	High

Level of Employee Performance

Shown in Table 2 is the overall mean of 3.87, described as high with a standard deviation of 1.02. The cited total mean score was the outcome acquired from the subsequently computed mean scores from the highest to lowest questions: 4.23 or very high for question number five, 4.13 or high for question number seven, 4.08 or high for question number one, 3.72 or high for question number two, 3.68 or high for question number six, 3.67 or high for question number four, and 3.60 or high for question number three.

Furthermore, question number 3 got a mean of 3.60 which means high. This means that the level of employee performance in question three was pretty developed out of 7 questions. Question number 3 states that when people of different ages work together, they might argue or disagree. It means that differences in age among

employees in LGU Panabo City can result in conflicts within the workgroup because of differing viewpoints, approaches to work, and expectations. Younger employees often bring fresh and innovative ideas, whereas older employees rely on their experience, leading to disagreements in decision-making and problem-solving.

Furthermore, according to conducted research by Robbins & Judge (2013), there is no correlation between the age of employees and their employee performance. However, it has been found that older employees are more likely to engage in citizenship behavior compared to younger employees. This commitment is more commonly observed among senior employees than their younger counterparts, as they have lower rates of avoidable absence and similar rates of unavoidable absence, such as sickness absences. Older employees often experience fulfillment in their work, maintain better relationships with their colleagues, and demonstrate a solid commitment to their organization's goals.

Table 2. Level of Employee Performance

Variable	Standard Deviation	Mean	Descriptive Equivalent
Employee Performance	1.02	3.87	High

Significant Relationship of Workforce Diversity and Employee Performance of Offices in LGU Panabo City

In assessing workforce diversity and employee performance, the researchers used correlation analysis. The researchers also used 0.05 as the alpha to determine the significance of each subscale. It was shown

in Table 3 that workforce diversity and employee performance have a significant relationship. The study rejected the null hypothesis because the p- p-value of workforce diversity and employee performance is 0.000 which is less than 0.05.

This study is supported by Lucas, (2022); the combined effect of all the indicators had a significant relationship with workforce diversity and employee performance in the constitutional commissions of Kenya.

Therefore, in a recent study conducted by Raut and Gokhale (2021), it was found that there is a significant correlation between education, gender, ethnicity, sociocultural diversity, and the performance of employees. In their study titled "Workforce Diversity and Employee Performance in Private and Public Sector: Implications for Organizational Development," the researchers examined the impact of workforce diversity on employee performance. According to their findings, employees' regard for their culture and values positively influences employee performance and workforce diversity. This suggests that when employees are concerned about their cultural background and values, it benefits their performance in the workforce.

Table 3. Significant Relationship between Workforce Diversity and Employee Performance

Variables	Standard Deviation	Mean	Description	R-value	P-value
Workforce Diversity	0.84	4.06	High	0.608	0.000
Employee Performance	1.02	3.87	High		

CONCLUSION

The study's data revealed the following key findings: there is a high level of workforce diversity, indicating its significant application. Additionally, there is a high level of employee performance, suggesting substantial development in this area. Notably, there is a significant correlation between workforce diversity and employee performance in LGU Panabo's offices. This finding is supported by a study by Sohail, Khan, Sufyan, Uddin, and Basit (2019), which showed a similar relationship in the higher education sector in the Swabi district.

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